DOCUMENT RESUME

ED 071 354 EM 010 499

TITLE	Introduction to Psychology and Leadership. Block Diagrams. Hierarchy of Behavioral Concepts for Content Outline for Leadership Course.
INSTITUTION	Naval Academy, Annapolis, Md.; Westinghouse Learning Corp., Annapolis, Md.
SPONS AGENCY	National Center for Educational Research and Development (DHEW/OE), Washington, D.C.
REPORT NO	TR-6-1c
BUREAU NO	BR-8-0448
PUB DATE	4 Oct 68
CONTRACT	N00600-68-C-1525
NOTE	16p.; See also EM 010 418 and EM 010 419
EDRS PRICE	MF-$0.65 HC-$3.29
DESCRIPTORS	*Autoinstructional Aids; *Behavioral Objectives; Communication (Thought Transfer); Course Content; *Diagrams; *Flow Charts; Individual Psychology; Leadership; Leadership Training; *Military Training; Models; Programed Instruction; Psychology; Social Psychology

ABSTRACT

Block diagrams describe the hierarchy of behavioral concepts in the United States Naval Academy leadership course (see the final reports which summarize the course development project, EM 010 418, EM 010 419, and EM 010 484). EM 010 420 through EM 010 447 and EM 010 451 through EM 010 512 are related documents. (SH)

FILMED FROM BEST AVAILABLE COPY

ED 071354

Westinghouse Learning Corporation

BLOCK DIAGRAMS
HIERARCHY OF BEHAVIORAL CONCEPTS
FOR
CONTENT OUTLINE FOR LEADERSHIP COURSE

Contract No. N00600-68-c-1525

TR-6.1.c October 4, 1968

EM 010 499

ED 071354

TR-6.1.c

October 7, 1968

BLOCK DIAGRAMS
HIERARCHY OF BEHAVIORAL CONCEPTS

Supplement to

Content Outline for Leadership Course

Contract No. N00600-68-C-1525

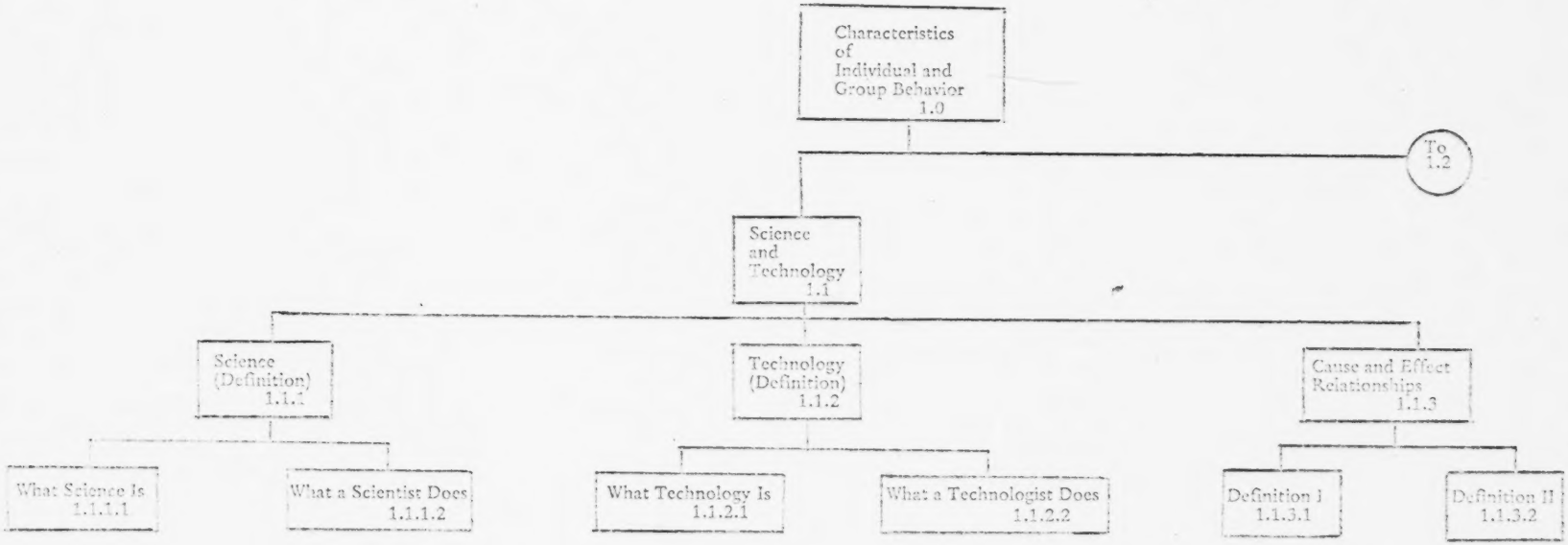
U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY.

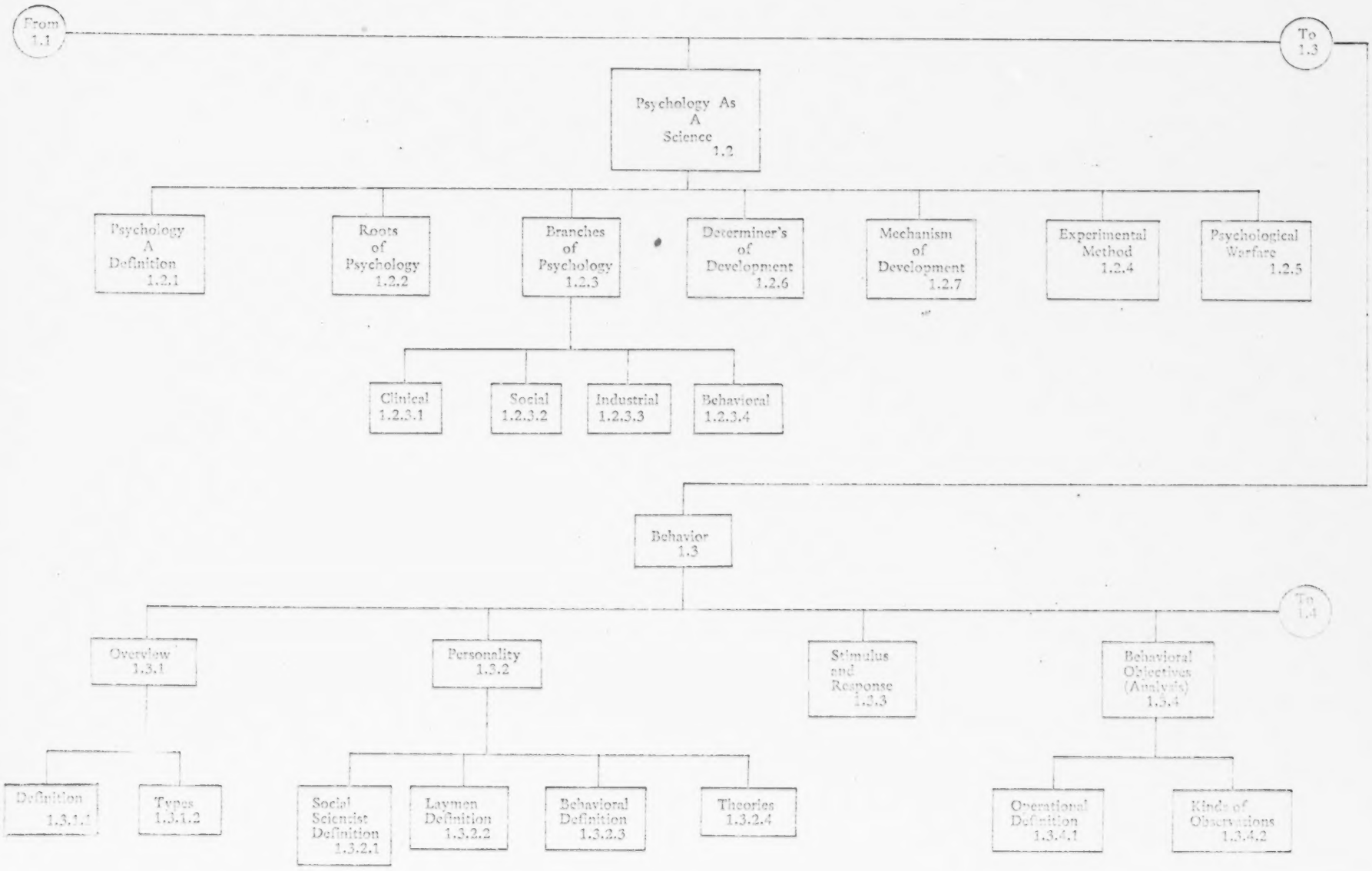
Approved by:

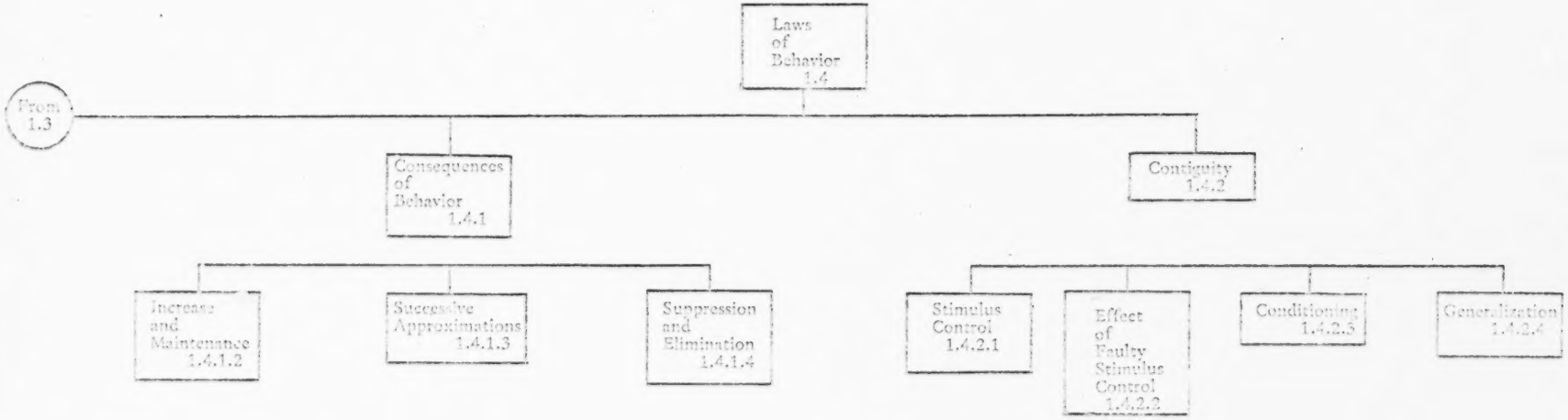
_____

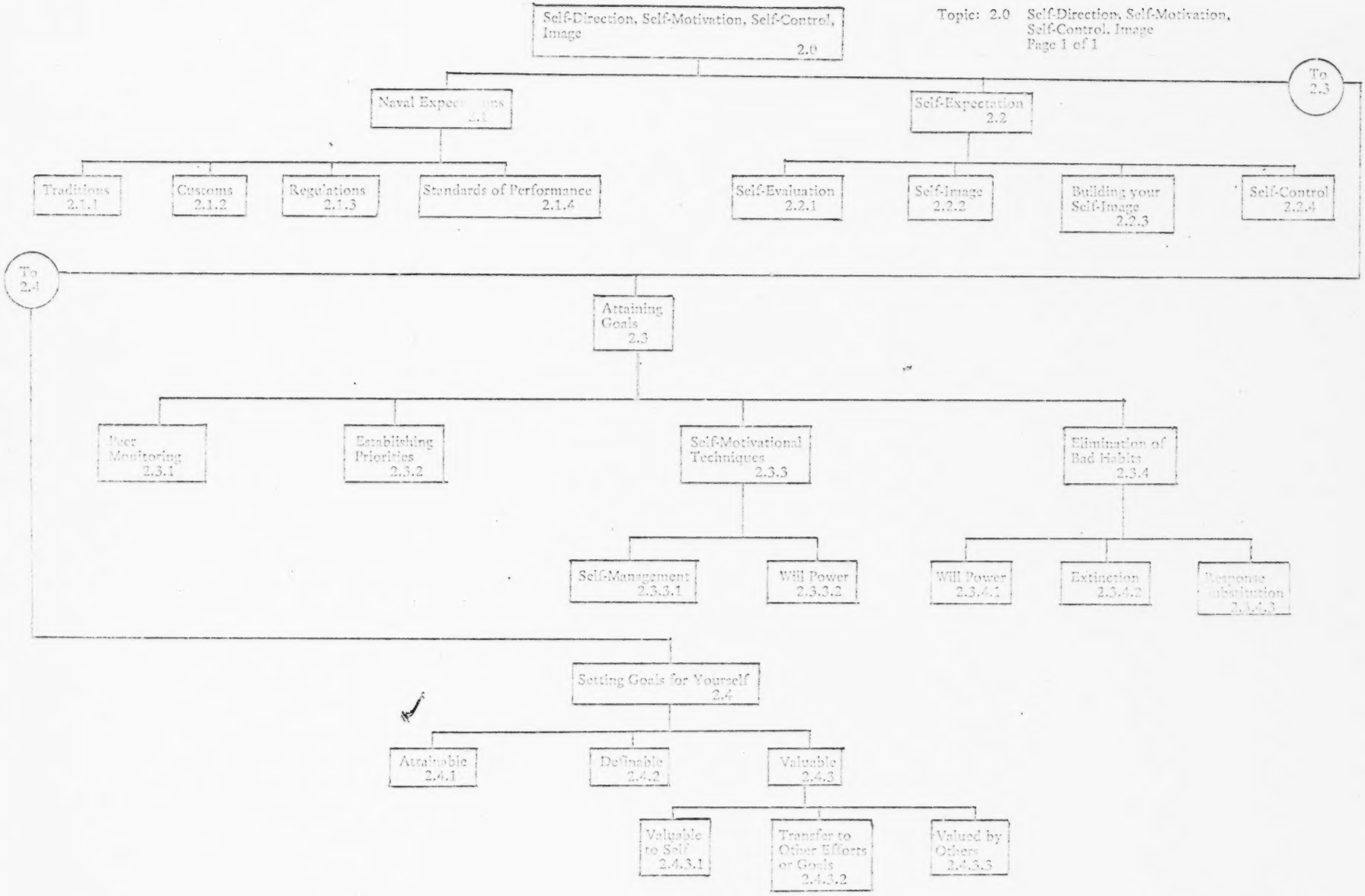
Project Manager
Leadership Course

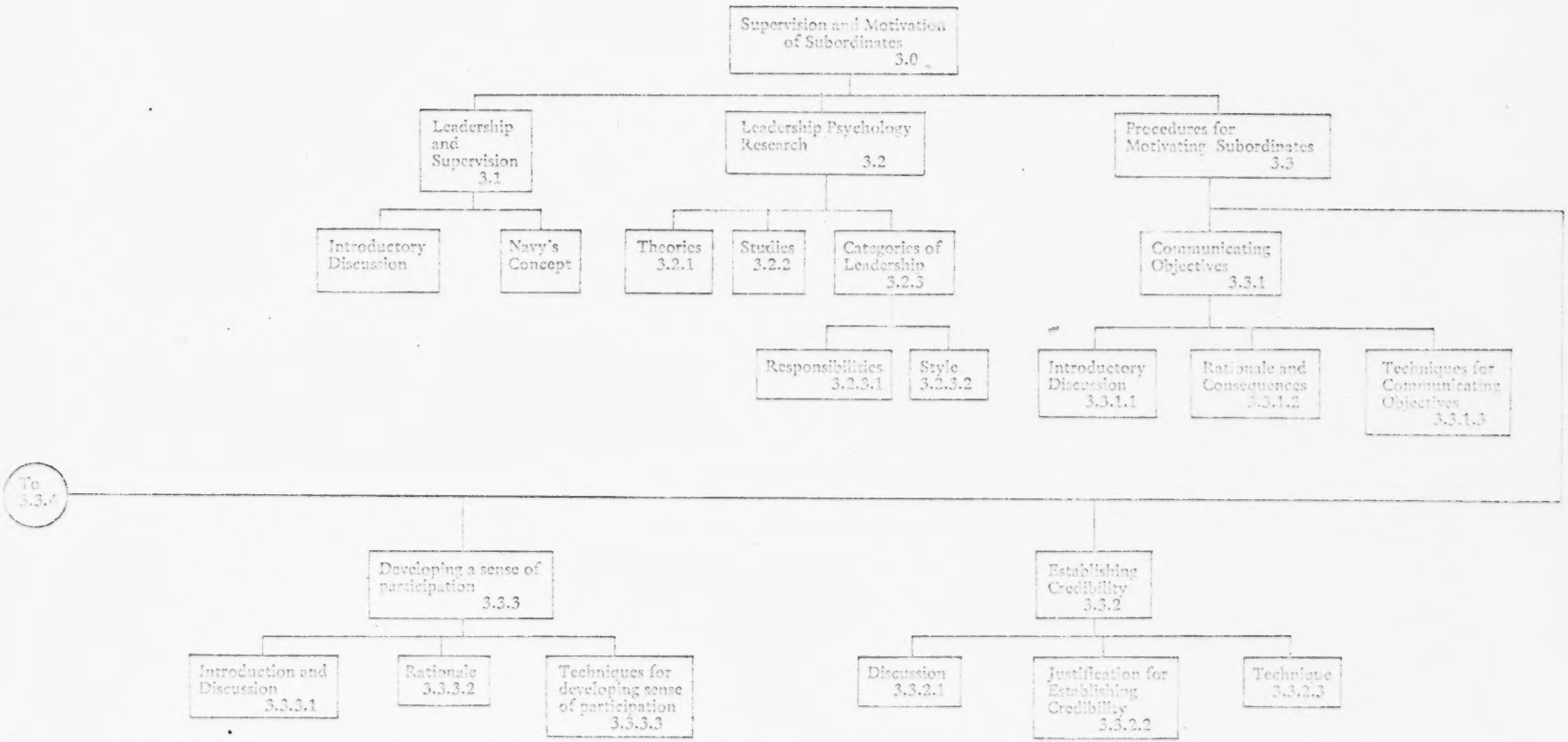
Westinghouse Learning Corporation
1840 Louns Boulevard, Northeast
Albuquerque, New Mexico 87106

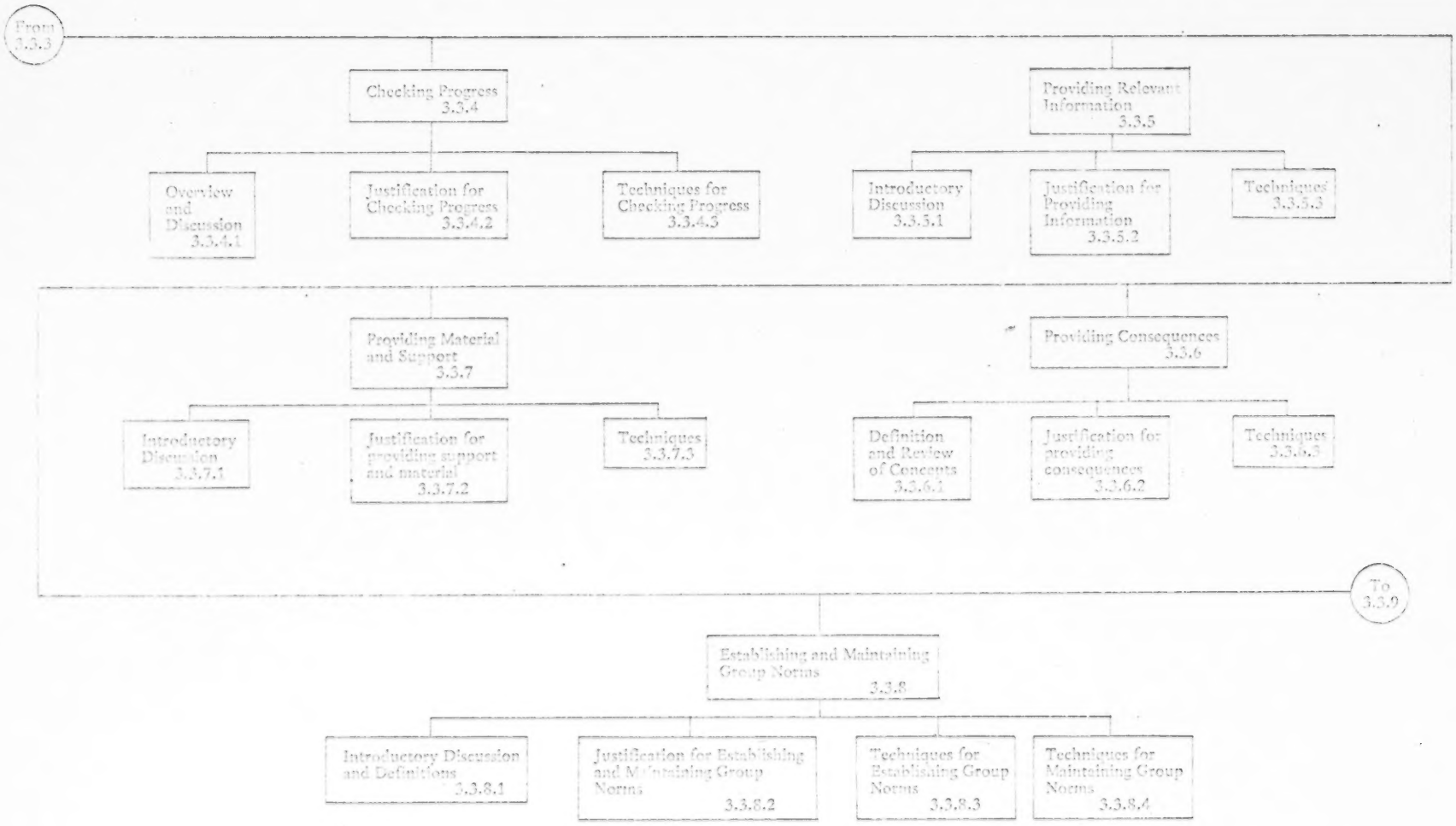

Characteristics of Individual and Group Behavior 1.0
To 1.2
Science and Technology 1.1
Science (Definition) 1.1.1
Technology (Definition) 1.1.2
Cause and Effect Relationships 1.1.3
What Science Is 1.1.1.1
What a Scientist Does 1.1.1.2
What Technology Is 1.1.2.1
What a Technologist Does 1.1.2.2
Definition I 1.1.3.1
Definition II 1.1.3.2

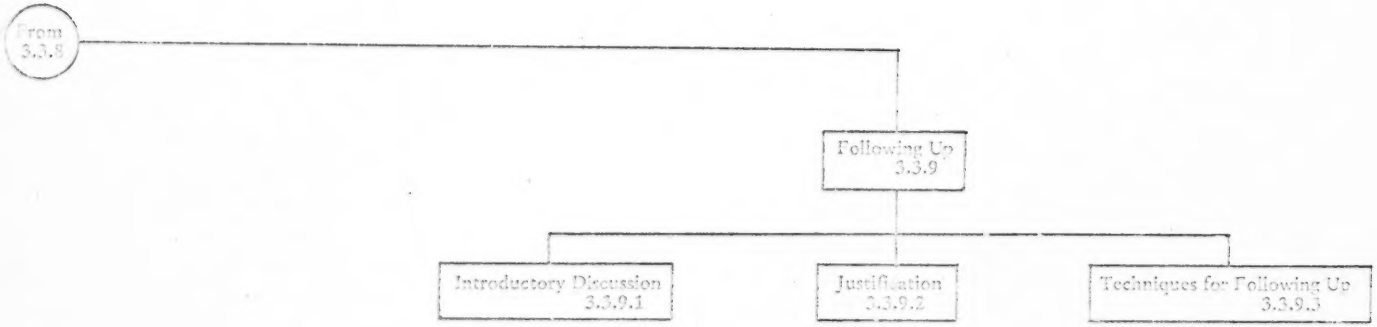

From 1.1
To 1.3
Psychology As A Science 1.2
Psychology A Definition 1.2.1
Roots of Psychology 1.2.2
Branches of Psychology 1.2.3
Determiner's of Development 1.2.6
Mechanism of Development 1.2.7
Experimental Method 1.2.4
Psychological Warfare 1.2.5
Clinical 1.2.3.1
Social 1.2.3.2
Industrial 1.2.3.3
Behavioral 1.2.3.4
Behavior 1.3
To 1.4
Overview 1.3.1
Personality 1.3.2
Stimulus and Response 1.3.3
Behavioral Objectives (Analysis) 1.3.4
Definition 1.3.1.1
Types 1.3.1.2
Social Scientist Definition 1.3.2.1
Laymen Definition 1.3.2.2
Behavioral Definition 1.3.2.3
Theories 1.3.2.4
Operational Definition 1.3.4.1
Kinds of Observations 1.3.4.2

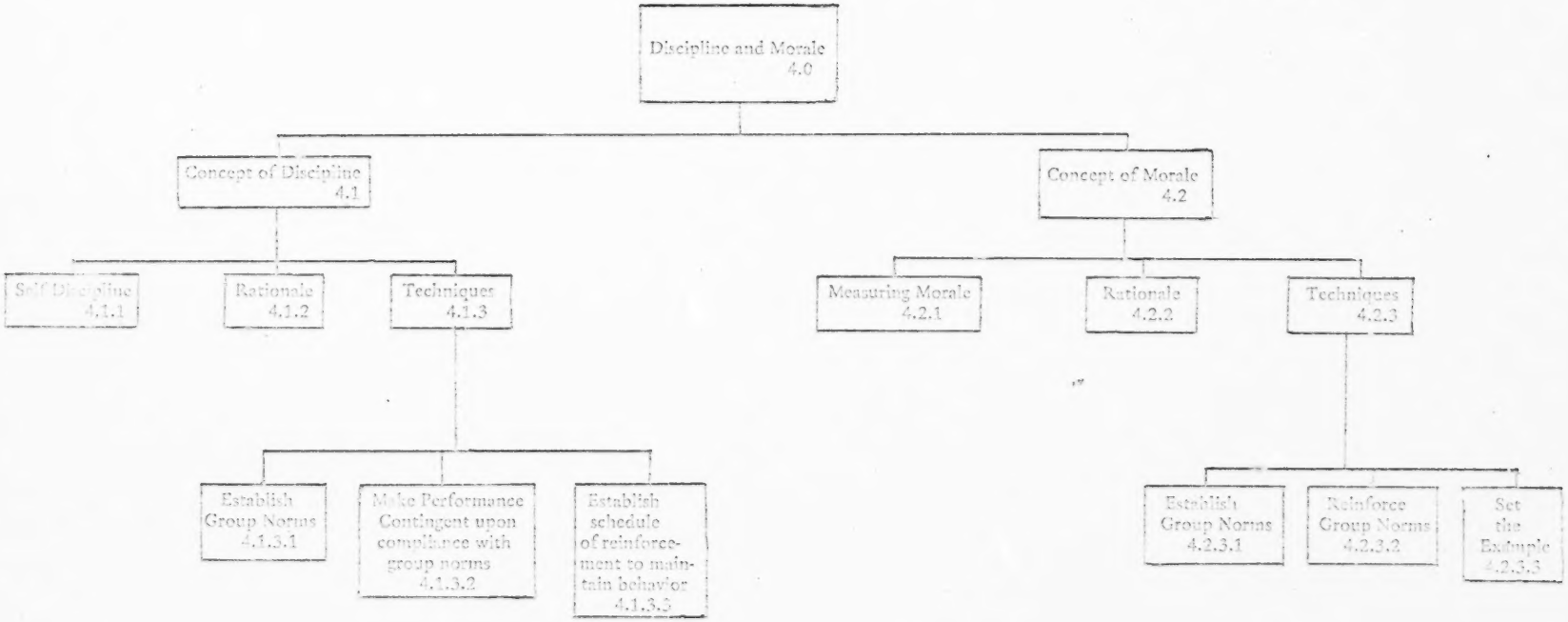

From 1.3
Laws of Behavior 1.4
Consequences of Behavior 1.4.1
Contiguity 1.4.2
Increase and Maintenance 1.4.1.2
Successive Approximations 1.4.1.3
Suppression and Elimination 1.4.1.4
Stimulus Control 1.4.2.1
Effect of Faulty Stimulus Control 1.4.2.2
Conditioning 1.4.2.3
Generalization 1.4.2.4

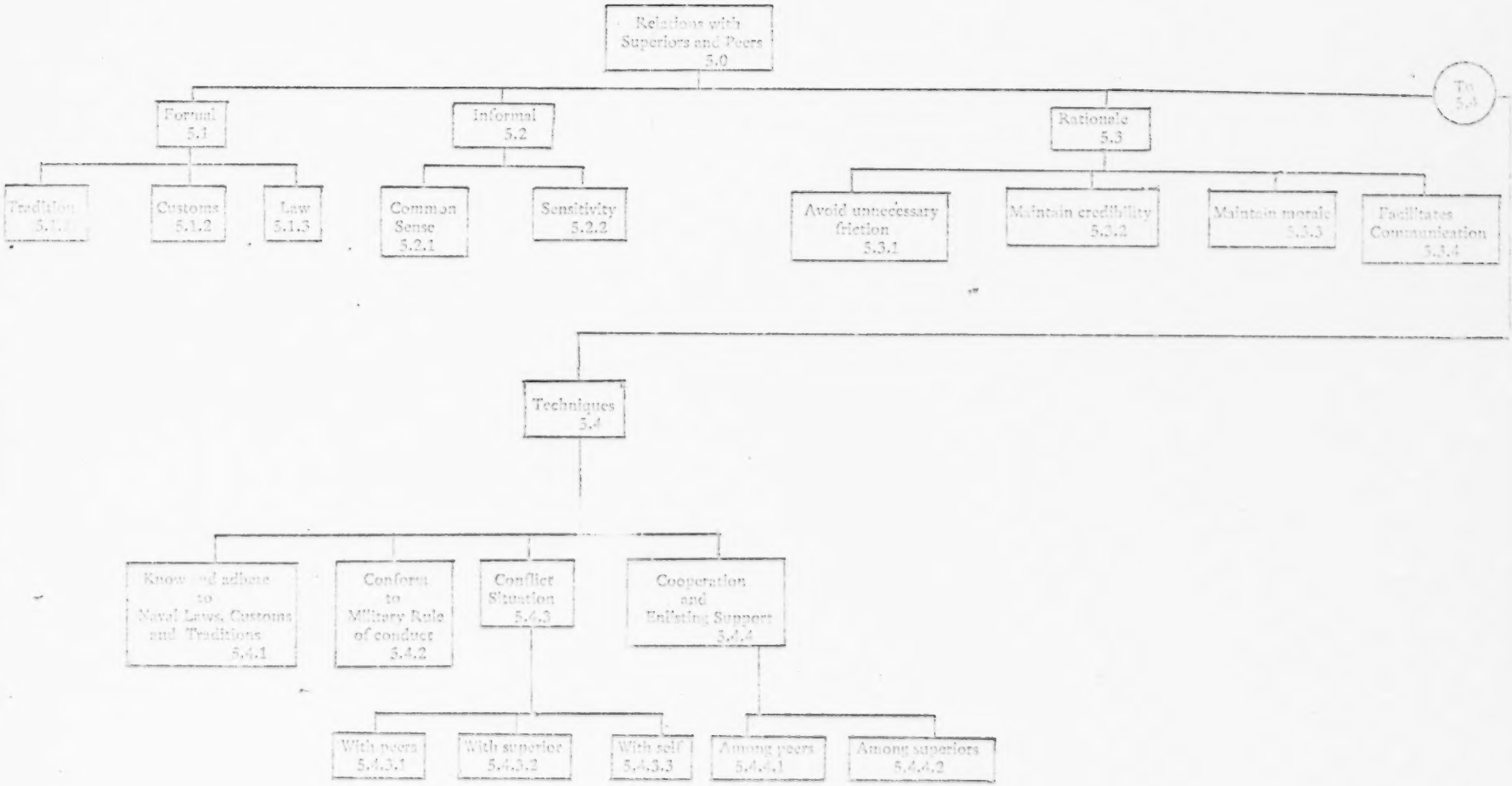

Self-Direction, Self-Motivation, Self-Control, Image 2.0
To 2.3
Naval Expectations 2.1
Self-Expectation 2.2
Traditions 2.1.1
Customs 2.1.2
Regulations 2.1.3
Standards of Performance 2.1.4
Self-Evaluation 2.2.1
Self-Image 2.2.2
Building your Self-Image 2.2.3
Self-Control 2.2.4
To 2.4
Attaining Goals 2.3
Over Monitoring 2.3.1
Establishing Priorities 2.3.2
Self-Motivational Techniques 2.3.3
Elimination of Bad Habits 2.3.4
Self-Management 2.3.3.1
Will Power 2.3.3.2
Will Power 2.3.4.1
Extinction 2.3.4.2
Response Substitution 2.3.4.3
Setting Goals for Yourself 2.4
Attainable 2.4.1
Definable 2.4.2
Valuable 2.4.3
Valuable to Self 2.4.3.1
Transfer to Other Efforts or Goals 2.4.3.2
Valued by Others 2.4.3.3

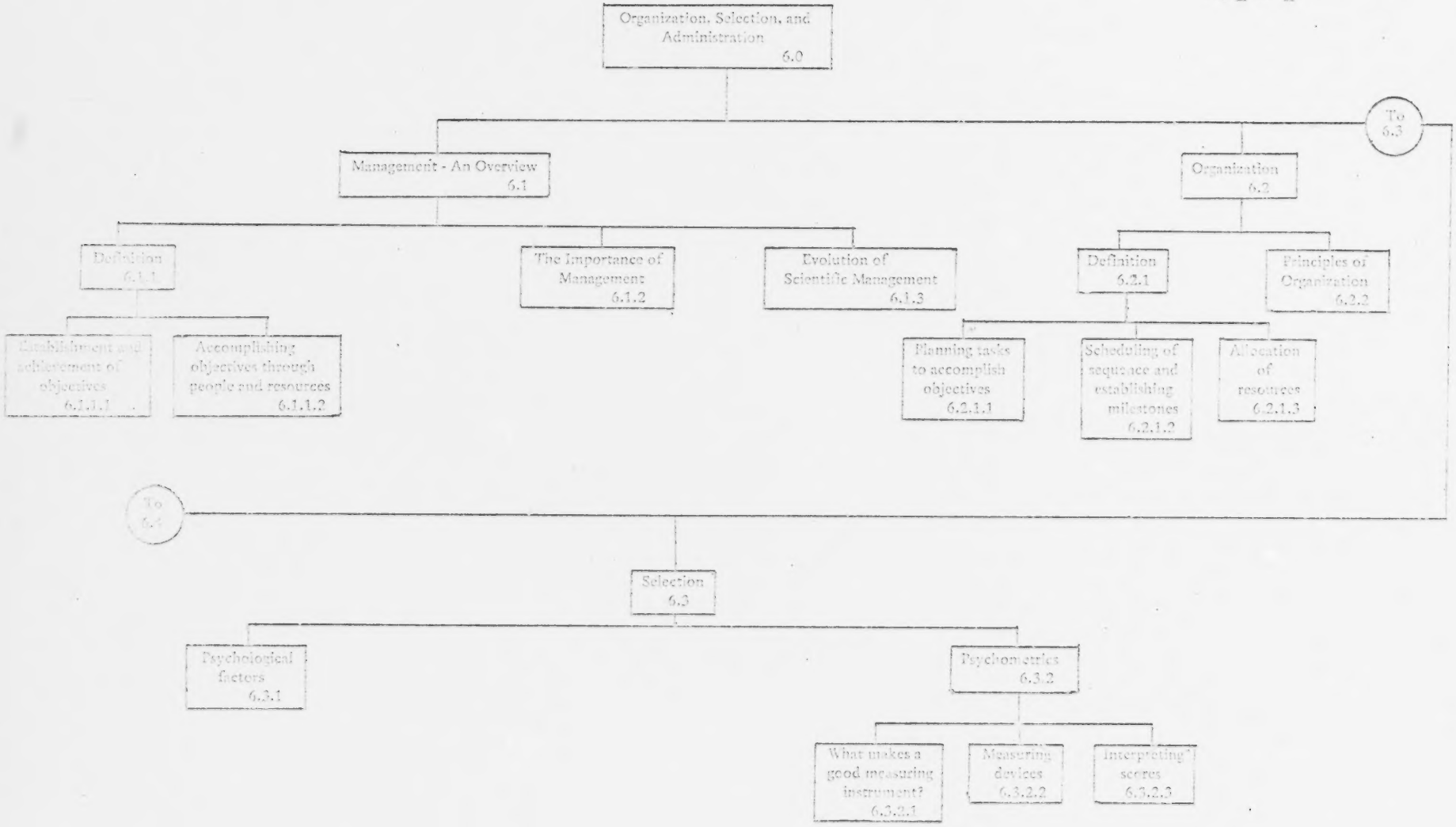

Supervision and Motivation of Subordinates 3.0
Leadership and Supervision 3.1
Leadership Psychology Research 3.2
Procedures for Motivating Subordinates 3.3
Introductory Discussion
Navy's Concept
Theories 3.2.1
Studies 3.2.2
Categories of Leadership 3.2.3
Responsibilities 3.2.3.1
Style 3.2.3.2
Communicating Objectives 3.3.1
Introductory Discussion 3.3.1.1
Rationale and Consequences 3.3.1.2
Techniques for Communicating Objectives 3.3.1.3
To 3.3.4
Developing a sense of participation 3.3.3
Establishing Credibility 3.3.2
Introduction and Discussion 3.3.3.1
Rationale 3.3.3.2
Techniques for developing sense of participation 3.3.3.3
Discussion 3.3.2.1
Justification for Establishing Credibility 3.3.2.2
Technique 3.3.2.3

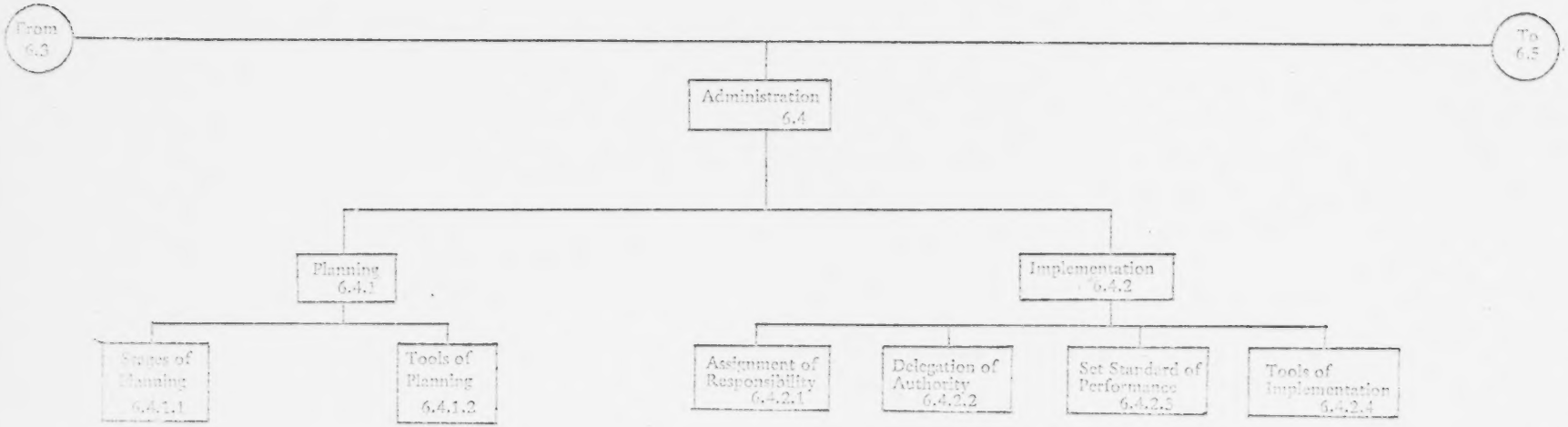

From 3.3.3
Checking Progress 3.3.4
Overview and Discussion 3.3.4.1
Justification for Checking Progress 3.3.4.2
Techniques for Checking Progress 3.3.4.3
Providing Relevant Information 3.3.5
Introductory Discussion 3.3.5.1
Justification for Providing Information 3.3.5.2
Techniques 3.3.5.3
Providing Material and Support 3.3.7
Introductory Discussion 3.3.7.1
Justification for providing support and material 3.3.7.2
Techniques 3.3.7.3
Providing Consequences 3.3.6
Definition and Review of Concepts 3.3.6.1
Justification for providing consequences 3.3.6.2
Techniques 3.3.6.3
To 3.3.9
Establishing and Maintaining Group Norms 3.3.8
Introductory Discussion and Definitions 3.3.8.1
Justification for Establishing and Maintaining Group Norms 3.3.8.2
Techniques for Establishing Group Norms 3.3.8.3
Techniques for Maintaining Group Norms 3.3.8.4

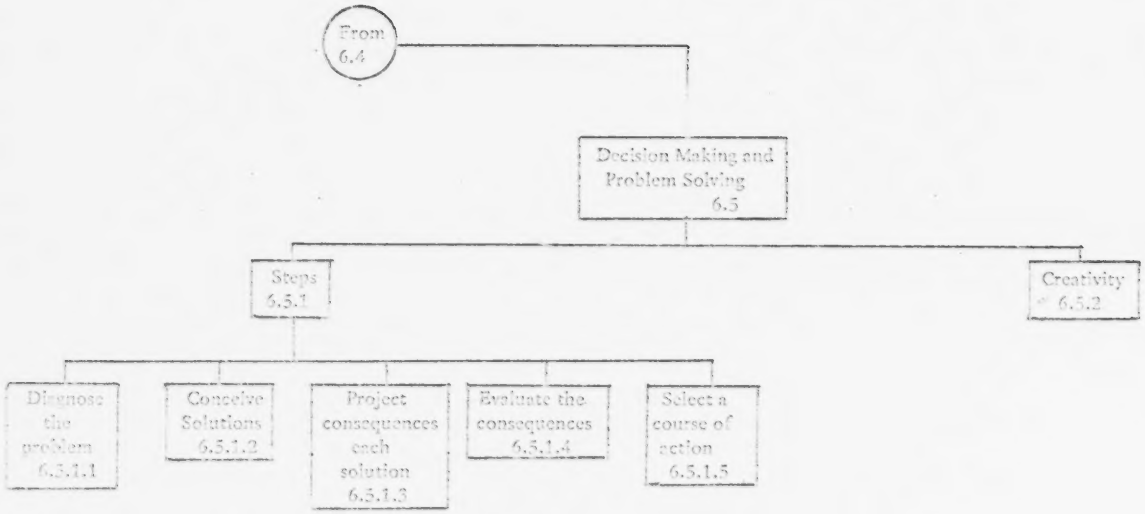

From 3.3.8
Following Up 3.3.9
Introductory Discussion 3.3.9.1
Justification 3.3.9.2
Techniques for Following Up 3.3.9.3

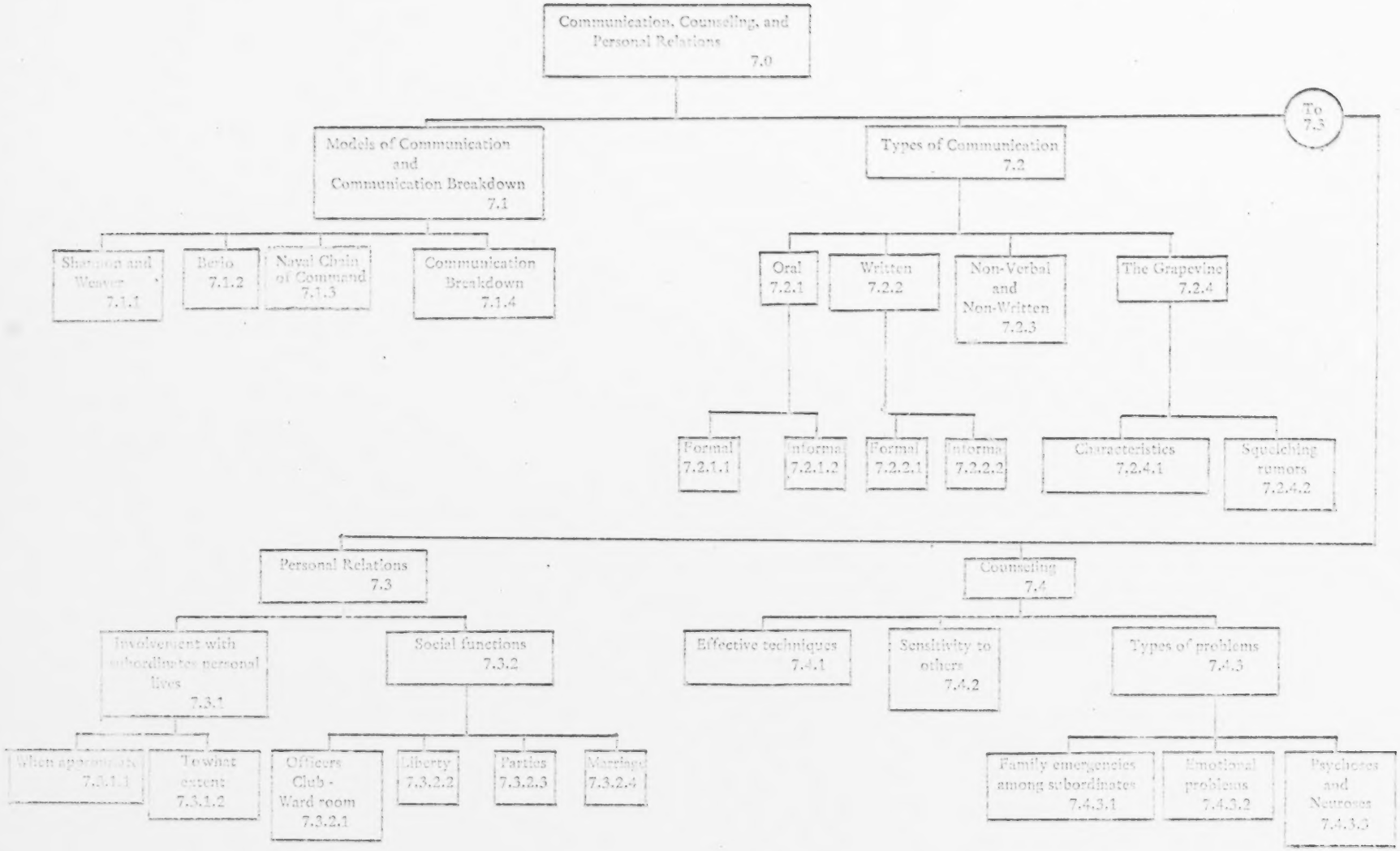

Discipline and Morale
4.0
Concept of Discipline
4.1
Concept of Morale
4.2
Self Discipline
4.1.1
Rationale
4.1.2
Techniques
4.1.3
Measuring Morale
4.2.1
Rationale
4.2.2
Techniques
4.2.3
Establish Group Norms
4.1.3.1
Make Performance Contingent upon compliance with group norms
4.1.3.2
Establish schedule of reinforcement to maintain behavior
4.1.3.3
Establish Group Norms
4.2.3.1
Reinforce Group Norms
4.2.3.2
Set the Example
4.2.3.3

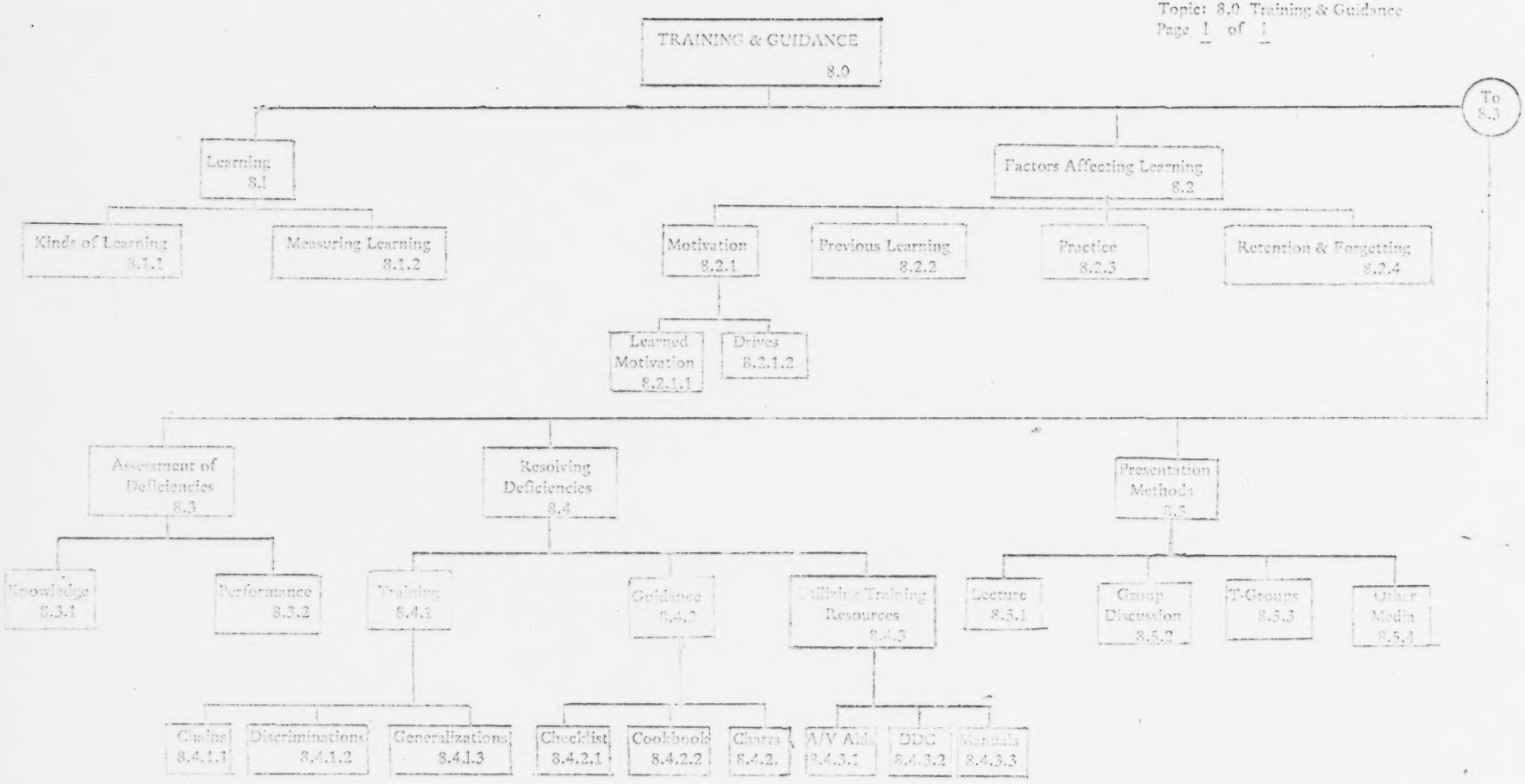

Relations with Superiors and Peers 5.0
To 5.4
Formal 5.1
Informal 5.2
Rationale 5.3
Tradition 5.1.1
Customs 5.1.2
Law 5.1.3
Common Sense 5.2.1
Sensitivity 5.2.2
Avoid unnecessary friction 5.3.1
Maintain credibility 5.3.2
Maintain morale 5.3.3
Facilitates Communication 5.3.4
Techniques 5.4
Know and adhere to Naval Laws, Customs and Traditions 5.4.1
Conform to Military Rule of conduct 5.4.2
Conflict Situation 5.4.3
Cooperation and Enlisting Support 5.4.4
With peers 5.4.3.1
With superior 5.4.3.2
With self 5.4.3.3
Among peers 5.4.4.1
Among superiors 5.4.4.2


Organization, Selection, and Administration 6.0
To 6.3
Management - An Overview 6.1
Organization 6.2
Definition 6.1.1
The Importance of Management 6.1.2
Evolution of Scientific Management 6.1.3
Definition 6.2.1
Principles of Organization 6.2.2
Establishment and achievement of objectives 6.1.1.1
Accomplishing objectives through people and resources 6.1.1.2
Planning tasks to accomplish objectives 6.2.1.1
Scheduling of sequence and establishing milestones 6.2.1.2
Allocation of resources 6.2.1.3
To 6.2
Selection 6.3
Psychological factors 6.3.1
Psychometrics 6.3.2
What makes a good measuring instrument? 6.3.2.1
Measuring devices 6.3.2.2
Interpreting scores 6.3.2.3


From 6.3
To 6.5
Administration 6.4
Planning 6.4.1
Implementation 6.4.2
Stages of Planning 6.4.1.1
Tools of Planning 6.4.1.2
Assignment of Responsibility 6.4.2.1
Delegation of Authority 6.4.2.2
Set Standard of Performance 6.4.2.3
Tools of Implementation 6.4.2.4


From 6.4
Decision Making and Problem Solving 6.5
Steps 6.5.1
Creativity 6.5.2
Diagnose the problem 6.5.1.1
Conceive Solutions 6.5.1.2
Project consequences each solution 6.5.1.3
Evaluate the consequences 6.5.1.4
Select a course of action 6.5.1.5


Communication, Counseling, and Personal Relations 7.0
To 7.5
Models of Communication and Communication Breakdown 7.1
Types of Communication 7.2
Shannon and Weaver 7.1.1
Berlo 7.1.2
Naval Chain of Command 7.1.3
Communication Breakdown 7.1.4
Oral 7.2.1
Written 7.2.2
Non-Verbal and Non-Written 7.2.3
The Grapevine 7.2.4
Formal 7.2.1.1
Informal 7.2.1.2
Formal 7.2.2.1
Informal 7.2.2.2
Characteristics 7.2.4.1
Squelching rumors 7.2.4.2
Personal Relations 7.3
Counseling 7.4
Involvement with subordinates personal lives 7.3.1
Social functions 7.3.2
Effective techniques 7.4.1
Sensitivity to others 7.4.2
Types of problems 7.4.3
When appropriate 7.3.1.1
To what extent 7.3.1.2
Officers Club - Ward room 7.3.2.1
Liberty 7.3.2.2
Parties 7.3.2.3
Marriage 7.3.2.4
Family emergencies among subordinates 7.4.3.1
Emotional problems 7.4.3.2
Psychoses and Neuroses 7.4.3.3


TRAINING & GUIDANCE
8.0
To 8.3
Learning 8.1
Factors Affecting Learning 8.2
Kinds of Learning 8.1.1
Measuring Learning 8.1.2
Motivation 8.2.1
Previous Learning 8.2.2
Practice 8.2.3
Retention & Forgetting 8.2.4
Learned Motivation 8.2.1.1
Drives 8.2.1.2
Assessment of Deficiencies 8.3
Resolving Deficiencies 8.4
Presentation Methods 8.5
Knowledge 8.3.1
Performance 8.3.2
Training 8.4.1
Guidance 8.4.2
Lecture 8.5.1
Group Discussion 8.5.2
T-Groups 8.5.3
Other Media 8.5.4
Claims 8.4.1.1
Discriminations 8.4.1.2
Generalizations 8.4.1.3
Checklist 8.4.2.1
Cookbook 8.4.2.2
Charts 8.4.2.
A/V Aids 8.4.3.1
DDC 8.4.3.2
Manuals 8.4.3.3